



Working Within and Between Contexts of Intercultural Practice: Bridging Corporate, Academic, and Consulting Worlds

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What will we discuss today?

- Your experiences, interests, and questions
- The reality of doing intercultural work today in corporate, academic, and independent consulting contexts
- Mind- and skill-sets interculturalists need to be effective
- Resources



Discussion

Please form three groups based on the primary population you work with: corporate (internal employee), academia, independent consulting

1. What are your biggest challenges and/or frustrations working with this group?
2. What has been your best experience working with this group?
3. What do you want to get out of this session that can help you be more effective in the future?

Results of this discussion appear on the next few slides.



Discussion Results: Corporate

Challenges	Positives/Benefits
Headquarters mission/vision too U.S.-oriented (need to act locally to work globally)	Gain expertise in various industries/cultures
Financial bottom line	Freedom, flexibility, independence
Being underutilized in organization	Remote work
Sustaining motivation of volunteers	



Discussion Results: Corporate, cont.

- What would you like to learn from this session?
 - How to make the right choice to apply your skills and abilities
 - How to move between spheres
 - Appropriate jargon between the three contexts (academia, independent consulting, corporate)



Discussion Results: Academia

Challenges	Positives/Benefits
Bureaucracy/rigidity	Love student interaction
Slow pace of legislative decision-making	Credibility assumed
Work-life balance	Freedom
Faculty egos	Surrounded by ideas
Misuse of union power	Environment of learning
Indecisiveness	Global citizenship
Too many meetings	Development/transformation
Low pay	Facilitation
Lack of funding	Good amount of time off
	Good fringe benefits, e.g. tuition remission



Discussion Results: Academia, cont.

- What would you like to learn from this session?
 - Need resources
 - How to approach/pitch
 - Code switching
 - Language
 - Credentialing
 - Paths, doors, opportunities
 - How to get out of our mindsets
 - Financial realities, e.g. salary expectations



Discussion Results: Independent Consulting

Challenges	Positives/Benefits
Access to client issues	Flexible scheduling
Access to information	Affirmation of contribution through results
No stability	Be your own boss
Translation issues	Facilitating consciousness & competence
	Directly working with client
	Dealing with whole, real person



Discussion Results: Independent Consulting, cont.

- What would you like to learn from this session?
 - How interculturalism relates to leadership development and organizational consulting
 - Things to consider to become truly independent
 - How can we work together better
 - Success/failures?
 - Find out if field of independent consulting is for me



Three Perspectives: Our Stories

Academia → Corporate

- Holly Emert

Corporate → Academia

- Kyoung-Ah Nam

Independent Consulting

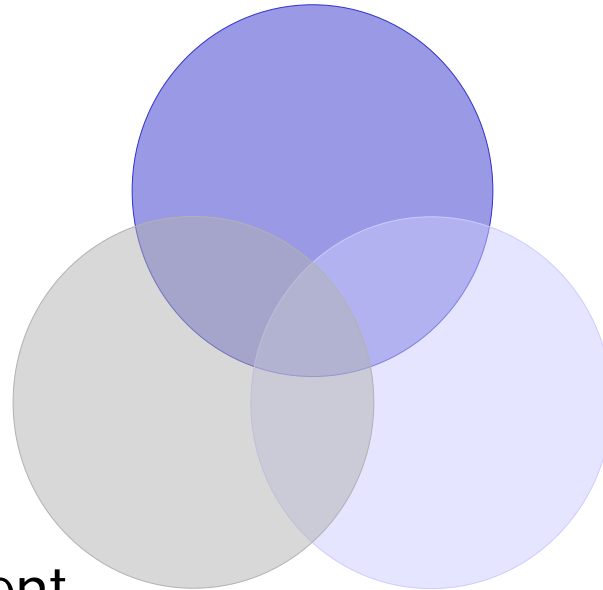
- Shannon Murphy Robinson



Considerations for Your Work

Content

(What is the subject matter?)



Context

(What environment
are you working in?)

Process

(How are you doing the work?)

Understanding each of these three elements—and knowing what is needed in a given situation—is critical for effectiveness when working with a client.



Professional Considerations

- What is the focus of the work? For example...
 - Global teams?
 - U.S. domestic diversity?
 - Internationalization of academic curricula?
- What are the desired outcomes?
- What is your role/level?
- How will you measure success (for the organization and yourself)?



Personal Considerations

- Why do you want to do intercultural work? What does 'intercultural' mean to you?
- Are you a good fit for the work (Do you have the necessary skills? Do you understand the context in which you work)?
- Do you enjoy the work? What aspects of the work do you enjoy most?
- What kind of life do you want to lead?



If you are going to work in corporate, academia, or as an independent consultant, what 3 things should you know?



What 3 things should you know if you are going to work in corporate?

1. It's up to you to manage your own brand/reputation. Everyone is a client.
2. 'Pretty good' is good enough; perfect work is not expected or even desired. Quality work *fast* is a top value in the corporate world.
3. In business, work is accomplished through people, not documents. This is why building relationships (networking, etc.) is critical for getting things done.



What 3 things should you know if you are going to work in academia?

1. Know about your audience (client)
2. Know your strengths
3. Find the best way to link your strengths to your client's needs



What 3 things should you know if you are going to work as an independent consultant?

1. Know yourself really well in terms of the type of work, clients, and environments in which you work best.
2. Have the ability to build and maintain effective partnerships and relationships, e.g., managing expectations/being aware of what the client is asking for and what can be realistically accomplished.
3. Know that there are going to be difficult days so practice self-care and build your resiliency.



A Few Resources

- Books

- Academia Basalla, S., & Debelius, M. (2007). So what are you going to do with that?": Finding careers outside of academia. Chicago: The University of Chicago Press.
- Corporate Wyche, K.R. (2008). Good is not enough and other unwritten rules for minority professionals. New York: The Penguin Group. *This is a great book in general to learn about what it is like to work in a corporate setting (especially in the U.S.).*
- Independent Consulting Winter, B.J. (2009). Making a living without a job: Winning ways for creating work you love. New York: Bantam Books.
- General Beck, M. (2001). Finding your own North star: Claiming the life you were meant to live. New York: Three Rivers Press.



A Few Resources, continued

- Print & Online Media Resources for Academia:
 - The Chronicle of Higher Education
 - LeavingAcademia
 - HigherEdJobs
 - InsideHigherEd
- For business:
 - Catalyst
 - Working Mother Media
 - Diversity, Inc.
 - Chief Learning Officer
 - The Conference Board
 - Talent Management



We do not see people as they are, we see them as we are. –Anaïs Nin

- Email us with your questions or comments:
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- Contact us if you'd like more information and/or join a conversation about this on Interculturalist Commons (<http://interculturalist.ning.com>)